

~~CONFIDENTIAL~~

17 April 1979

Memorandum for the Record

Subject: Meeting of SRP (Amb. Leonhart and [redacted]
with John Hicks, Deputy Director, NFAC on
16 April 1979

25X1

1. Main purpose of meeting was to inform John Hicks of SRP meeting of 11 April 1979 with DCI and Dr. Bowie (see M/R, dated 13 April, of this meeting; Dr. Bowie had not debriefed Hicks). Specifically mentioned were:

a. Present state of the nonmilitary estimative process; need for incentives; NFAC personnel deficiencies and planning/actions underway to correct them; use of consultants; Agency access to intelligence materials held by other departments and agencies.

b. SRP current emphasis on review of political estimates, having commented on about 50 upcoming intelligence products, many of them concept papers; time approaching for SRP to turn to other functions cited in its charter.

c. Dr. Bowie's and DCI's interest in the systematic involvement of the SRP in informally surveying senior policymakers' reactions as to the effectiveness of intelligence efforts; in such a survey, a recent specific estimate or assessment could be used as a vehicle, or the policymaker's perception of the stream of intelligence on a particular country or topic for say the past six months could be checked against the SRP's examination of the actual flow of intelligence for that period. (Mr. Hicks liked the idea, mentioned that such surveys have been made by CIA in the past with mixed results. Part of the problem in the past was direct access to senior policymakers. He thought SRP could be very useful on this. Their approach could vary from informal discussions to the possibility that the policymaker be alerted in advance of the specific subjects to be discussed.

25X1

25X1

~~CONFIDENTIAL~~

Subject: Meeting of SRP (Amb. Leonhart and Gen. Palmer)
with John Hicks, Deputy Director, NFAC on
16 April 1979

d. The SRP accepted the DCI's offer to arrange for introducing the Panel members and discussing the Panel's role at an NFIB meeting in the near future. (Mr. Hicks applauded this and stated that he has seen the DCI's recent memo to the Executive Secretary, NFIB on the matter.)

2. At our request, in order to facilitate Panel members' use of classified material in connection with official contacts outside CIA Headquarters, Mr. Hicks asked his secretary to arrange for the necessary badge modification [] permitting this.

25X1

3. Mr. Hicks also mentioned Bruce Clarke's efforts to improve NFAC Production Board planning and scheduling of estimates and Clarke's "discovery" that many NIO and Office Director memos of substance are being sent outside the Agency, even to the White House, without the knowledge of NFAC's front office. NIOs and Office Directors have been told to furnish copies to Dr. Bowie in these instances when the memos have not been sent through his office. We noted this had also been a real problem for the SRP in obtaining adequate access to NIO analyses of subjects it was expected to review. Mr. Hicks felt confident the new arrangements would help. (Note to SRP Executive Assistant: The Panel should also get copies of such memos.)

4. Mr. Hicks observed that he had directed that a study of analyst incentives be undertaken; had assigned an officer on his staff to work full-time on this; and would welcome any thoughts or suggestions on incentives the Panel could send him.

25X11

[]
William Leonhart

CONFIDENTIAL